UNICEF
Strategic Plan, 2022–2025

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UNICEF Executive Board
Informal briefing – 20 August 2020
Road map to the UNICEF Strategic Plan, 2022–2025
Reference document: background paper
Background

• UNICEF is developing its Strategic Plan, 2022–2025 during an extraordinary period of change and growing inequalities.

• COVID-19 and its far-reaching socio-economic impact will reshape our approaches to development and humanitarian assistance.

• The Strategic Plan, 2022–2025 is also being developed in the shadow of a looming climate crisis.

• Our development efforts continue to be hampered by ongoing humanitarian crises around the world.
THE WORLD WAS OFF-TRACK BEFORE COVID-19

Proportion of countries assessed on progress towards selected child-related SDG targets

- Under-5 mortality rate (SDG indicator 3.2.1)
  - 61% On track
  - 13% Target met
  - 26% Acceleration needed

- Under-5 stunting prevalence (SDG indicator 2.2.1)
  - 39% On track
  - 59% Target met
  - 1% Acceleration needed

- Number of new HIV infections per 1,000 uninfected population (under 5) (SDG indicator 3.3.1)
  - 37% On track
  - 51% Target met
  - 12% Acceleration needed

- Participation rate in organized learning (SDG indicator 4.2.2)
  - 45% On track
  - 15% Target met
  - 40% Acceleration needed

- Proportion of under-5 children whose births have been registered with a civil authority (SDG indicator 16.9.1)
  - 43% On track
  - 27% Target met
  - 31% Acceleration needed

- Proportion of the population using basic drinking water services (SDG indicator 1.4.1.a)
  - 31% On track
  - 39% Target met
  - 30% Acceleration needed

- Proportion of the population using basic sanitation services (SDG indicator 1.4.1.b)
  - 22% On track
  - 53% Target met
  - 25% Acceleration needed

2019 assessment of progress against major child-related SDG indicators, 2010 - 2018. Due to rounding, the totals may not add up to 100 per cent.
Scope and Principles

Considering the lessons identified in the MTR and the implications of COVID-19, the Strategic Plan, 2022–2025 aims at:

• Accelerating the implementation of the child-related SDGs

• Reinforcing UNICEF’s dual mandate of development and humanitarian action

• Advancing human rights, gender equality and the principle of leaving no child behind
Deliverables

Strategic Plan, 2022–2025

The draft will be presented in June 2021 and the final version for approval in September 2021

Results Framework

Early drafts will be shared by March 2021, an advanced draft in June 2021 and the final version presented for approval in September 2021

Theory of Change

Explains how UNICEF will contribute to the outcomes in the plan and the assumptions and risks framing its work

Integrated Budget, 2022–2025

Contains an outline of the resources that will contribute to the achievement of integrated results and resources framework, including the Global and Regional Programme.
Strategic Plan 2022–2025 | Phases of the development process

Phase 1
Analysis:
Review of the situation of children, development of projections and trends, lessons learned and critical performance analysis

Phase 2
Strategy:
Revision of Theories of Change

Phase 3
Results and measurement:
Definition of results and indicators

Phase 4
Strategic Plan consolidation and drafting:
Development of the Strategic Plan narrative and annexes

Phase 5
Communication and finalization:
Refinement of the Strategic Plan, outreach and communication with all stakeholders

2020

2021

Consultations with UNICEF offices and other stakeholders

UNICEF Executive Board sessions
## Strategic Plan 2022–2025 | Timeline 2020

### July
- **Roadmap to the SP 2022-2025**

### Aug
- Executive Board informal briefing on the roadmap to the new SP

### Sep
- **Executive Board**
  - Second Regular Session 2020
  - 2019 SFD

### Oct
- Final report of SP evaluation
- **UNICEF consultations with the Executive Board**

### Nov
- Potential joint informal briefing of the Executive Boards

### Dec
- Potential Executive Board informal briefing on the new SP

### Strategic Plan 2018-2022 Evaluation Process

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<tr>
<th>Data Collection</th>
<th>Data Analysis</th>
<th>Final Report</th>
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UNICEF Executive Board – Informal briefing – 20 August 2020 – Road map to the UNICEF Strategic Plan, 2022–2025
Thank you.